



## APRIL 2015 NEWSLETTER FOR THE SAP AOM INTEREST GROUP

Dear SAP Members,

As we started preparing for the spring edition of the SAP Newsletter, it looked like a rather short newsletter, but as it turned out our community continues to thrive lively, so this edition again is packed full of exciting news. The first few items provide a **sneak preview** of what you can expect at the **upcoming Academy meeting in Vancouver**: with submissions up by 37% we are looking forward to a lot of high-quality paper sessions, symposia and PDWs. In addition, we conducted an **informal,**

**qualitative survey** with some of our members to improve your experience at the Academy and make SAP the interest group of your choice. Make sure to sign up for the various events, like the **Annual Friday Dinner**, early on as spaces are sure to fill up quickly.

The next section features a new item called **“members’ spotlight”** in which we provide snapshots of what some of our members are doing, like cycling 300 miles across the Normandy battlefields or moving half-way across the globe.

Finally, the newsletter includes a number of interesting announcements, including the **upcoming 2<sup>nd</sup> Edition of the SAP Handbook** with an impressive 36 chapters!., a new series on the **strategizingblog** and a range of **workshops, conferences and special issues** that may be of particular interest for you.

Last but not least: on **April 15<sup>th</sup>**, the **elections for the new PDW Chair and Rep-at-Large** open. Please vote to participate in the shaping of SAP’s future at the Academy.

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# SNEAK PREVIEW: AOM PROGRAM FOR VANCOUVER

Jane Lê (SAP Program Chair, University of Sydney Business School )

This year the SAP interest group received a record number of submissions. With our submissions up by a staggering 37% (!), the quality of PDWs, papers and symposia was exceptional. The SAP program at the 2015 AoM Annual Meeting in Vancouver thus promises to be outstanding.

We will feature our largest range of work yet: 52 papers, 8 symposia and 5 PDWs across a range of SAP-relevant topics. Here is a taster for some of the sessions we will be hosting:

- **SAP Distinguished Keynote** by Henry Mintzberg (Discussant: Richard Whittington)
- **Showcase Symposium** on open strategy and open governance: practices and technologies (Organizers: Julia Haultz & David Seidl; see also next pages)
- **Featured PDW** on Innovative Ways of Teaching Strategy featuring Robert Burgelman as Distinguished Speaker (Organizers: Stéphane Guérard, Tomi Lamaanen & Jane Lê)
- **ECR (Early Career Researchers) PDW** on the practice of qualitative data analysis featuring experienced scholars like Chahrazad Abdallah, Julia Balogun, Loizos Heracleous, and Jane Lê (Organizers: Carola Wolf & Gary Burke; see also next pages) .

I would also like to take this opportunity to thank all of our outstanding reviewers. With such a sharp increase in submissions, reviewers were stretched to full capacity. We particularly thank those people who signed up when our 'urgent call' for reviewers went out and those who acted as emergency reviewers, reviewing papers at short notice with quick turnarounds. I cannot emphasize enough how much we appreciate this important contribution you make to our interest group. Your dedication allows us to make good decisions and build a strong program. It simply would not be possible without you. THANKYOU! (...And please sign up again next year...)

See you in Vancouver,

Jane Lê



# SHOWCASE SYMPOSIUM: OPEN STRATEGY AND OPEN GOVERNANCE: PRACTICES AND TECHNOLOGIES

**Richard Whittington, Chair**

**Julia Hautz and David Seidl (Co-organisers)**

We are delighted to announce this Symposium on Open Strategy and Open Governance for this year's Academy of Management conference in Vancouver. The Symposium responds to the 2015 conference overall theme of 'Opening Governance'. It has been adopted as a Showcase Symposium by the SAP Interest Group, and is also being sponsored by the TIM and BPS divisions.

Open Strategy is gathering growing momentum as a theme in SAP research and we have a strong line-up of presenters. Thus we shall have contributions from Melissa Appleyard, Henry Chesbrough and Daniel Erye on the costs and benefits of Open Strategy; Joao Baptista, Alex Wilson and Bob Galliers will address Open Strategy and Information Systems, especially the role of social media; Carola Wolf, Claus Jacobs and Steve Floyd tackle middle management inclusion; and Kimmo Suominen, Saku Mantere and Loizos Heracleous consider constructive and destructive aspects of strategy 'consumption'. Julian Birkinshaw will be acting as our discussant.

The Symposium supports a special issue of Long Range Planning on Open Strategy, forthcoming next year.

**We hope to see you there!**



# NEW SAP PDW: EXPLORING THE PRACTICE OF QUALITATIVE RESEARCH

**Organizers:** Carola Wolf, Aston University ([c.wolf@aston.ac.uk](mailto:c.wolf@aston.ac.uk)); Gary Burke, Aston University ([g.burke@aston.ac.uk](mailto:g.burke@aston.ac.uk))

**Presenters:**

Julia Balogun, University of Bath

Loizos Heracleous, University of Warwick

Chahrazad Abdallah, Université du Québec à Montréal

Jane Lê, University of Sydney

Qualitative data analysis is central to how we make sense of empirical data, develop theory and construct theoretical contributions. Yet the practices by which experienced researchers analyse complex qualitative data sets and craft elegant theoretical narratives is often obscured in research articles and methodological texts. This PDW seeks to lift the veil on the practicalities of doing qualitative data analysis in order to help researchers develop their methodological skills, improve their analytical strategies and gain insights that can help them convert novel insights from qualitative data into publishable outcomes.

This workshop will be in two parts. In part one, experienced SAP scholars, such as Julia Balogun, Loizos Heracleous, Chahrazad Abdallah and Jane Lê, will present personal insights about the analytic process, covering such topics as: building multiple contributions from large qualitative datasets, working collaboratively during data analysis, iterating between data and theory and making efficient use of data analysis tools. In part two, presenters and workshop participants will share, discuss and reflect on personal experiences and strategies during roundtable discussions.

Each registered participant will be able to attend two of the following roundtables:

1. Building multiple contributions from large qualitative studies
2. Working collaboratively during data analysis
3. The iteration between data and theory during analysis
4. Tools for qualitative data analysis and their use during different stages of the analytical process

If you want to gain new insights about the practice of doing qualitative data analysis, or think you can contribute to these discussions, please join us in Vancouver!

*Registration is not required for part one of the workshop. To attend part two, however, you will need to register on the AOM online registration system with an approval code. To obtain an approval code e-mail Carola Wolf ([c.wolf@aston.ac.uk](mailto:c.wolf@aston.ac.uk)) and Gary Burke ([g.burke@aston.ac.uk](mailto:g.burke@aston.ac.uk)), specifying which two roundtables you would like to attend; these will be allocated on a first come, first serve basis.*

## INSIGHTS FROM MEMBERS' INFORMAL QUALITATIVE SURVEY

Gary Burke, Charlotte Cloutier, Katharina Dittrich, Tomi Laamanen

In the fall of 2014, we conducted a short, informal survey of PhD students and early to mid-career scholars to find out what they liked and didn't like about the AOM annual conference and what they felt they generally got out of their AOM membership experience. Our aim was to better understand our members' needs and interests, and adjust our programming and activities accordingly.

Things that people liked about AOM included ample opportunities to network, learning new skills (by means of well-organized and practically-oriented PDWs), finding out "what's up" and "what's hot" in a given area of interest (Academy Symposia were seen as a good outlet for this), and hearing about what senior scholars were thinking about and working on (through Speakers Series, for example). Our survey also revealed that generally across AOM (so not specific to SAP) people found that AOM conference paper sessions could be made much more interesting and engaging.

We've listened to your input and ideas! Here are some of the things we'll be proposing in future:

**Networking:** At the upcoming Academy meeting in Vancouver we are organizing a meet and greet activity and will be experimenting with small activities at the Friday Dinner to facilitate introductions. For the meet and greet, our plan is to set up an interactive space (probably in a nearby coffee shop) during the conference where members and people interested in SAP can hang out and meet up with key members of our interest group.

**Paper sessions:** This year's Program Chair (Jane Lê) and President (Tomi Laamanen) have given considerable thought to how our interest group's paper sessions are organized, so as to encourage maximum participation and interaction between both presenters and attendees. In particular, session chairs will be able to choose what format their particular session will follow. Although some may choose to stick to a traditional format (four paper presentations followed by a discussion), others may decide to follow a roundtable format, a pecha kuccha format (20 slides x 20 seconds per presentation (so max 6 minutes each!) followed by a long discussion), teaser format (three-minute presentations followed by discussion) or a swap format, where each participant presents someone else's paper. The hope is that variety in session formats will encourage better interaction between participants and will help make the sessions themselves a lot more fun!

In future, we will be giving some additional thought to how PDWs and symposia might be better designed to offer more opportunities for participants to interact and engage in debates about different issues and topics of interest to our field, so that these activities provide the double opportunity to both network and learn about something new at the same time. Your ideas in this regard are most welcome! We're also giving some thought to organizing a certain number of "members-only" activities.

So stay posted for new developments, and tell your friends!  
**SAP is the place to be!**



# SAP ANNUAL FRIDAY DINNER TAKES PLACE AGAIN AT AOM AUGUST 7TH!

**Anne Smith, Incoming SAP Chair**

Over the years, AOM participants who are passionate about Strategizing, Activities and Practices have met for dinner on Friday night of the AOM conference. It seems that we have been having these dinners for at least five years, even going back to the AOM meeting in San Antonio (2011)! We are continuing the tradition of a Friday dinner in Vancouver!



After much deliberation among several SAP leaders (Jane Lê, Paul Spee, Tomi Laamanen, me), we decided on the Al Porto Italian restaurant which is casual, lower cost than other choices, and close to hotels (in Gastown, less than 1 km to Convention Center). We kept an eye on the total cost of the meal because we know many of us are watching our budgets (i.e., funding pressures at U.S. state institutions, the Euro drop in the past months, attendance at other conferences in addition to AOM). We don't have the final price nailed yet, but we selected the lower cost, three-course set menu at Al Porto (see below). This event is open to SAP veterans, newcomers, partners, and doctoral students alike.

Seating is limited, so PLEASE PREREGISTER for the FRIDAY DINNER in the AOM SYSTEM BEFORE AUGUST 1 TO ENSURE YOUR SEAT AT THE TABLE! We will send an email about where to sign up in April.



This is a sample menu.  
There will be a vegetarian entrée option.

## NEW SECTION: MEMBERS SPOTLIGHT

**Eero Vaara** ([eero.vaara@aalto.fi](mailto:eero.vaara@aalto.fi))

*Professor of Organization and Management, Aalto University School of Business*

After almost ten years at Hanken School of Economics, Eero Vaara has moved to Aalto University School of Business in Helsinki. "It's not a dramatic move. Literally about 100 meters, plus some stairs to climb. Mentally a bit more." The SAP research community in Helsinki includes both Aalto and Hanken scholars with a focus on discursive perspectives on strategy. See <http://www.strategyasdiscourse.com>



**Paula Jarzabkowski** ([Paula.Jarzabkowski.1@city.ac.uk](mailto:Paula.Jarzabkowski.1@city.ac.uk))

*Professor in Strategic Management, Cass Business School*

This year in June Paula is cycling from Paris to London via the WW2 Normandy battlefields (@300 miles). She'll be raising money to support injured ex-servicemen and women with everything from prostheses to rehabilitation and retraining. She got in some good cycle training in Brisbane, while visiting with Paul Spee and his colleagues at University of Queensland Business School, as per this photo of her 'conquering' Mt Cootha. If you'd like to help Paula with her challenge, you can donate - any small amount helps - at [www.justgiving.com/Paula-Jarzabkowski1/](http://www.justgiving.com/Paula-Jarzabkowski1/) You can also just send her a supportive message and, if you give her a name, Paula is very happy to light a candle or remember someone for you as she stops at memorials through the battlefields

**Rebecca Bednarek** ([r.bednarek@bbk.ac.uk](mailto:r.bednarek@bbk.ac.uk))

*Lecturer in Management, Birkbeck, University of London*

Paula Jarzabkowski and her colleagues at Cass Business School are very sad to lose Rebecca Bednarek from their research team but delighted to see her take up a tenure-track faculty post at Birkbeck.

## CONTINUED: MEMBERS SPOTLIGHT



**Saku Mantere** ([eero.vaara@aalto.fi](mailto:eero.vaara@aalto.fi))

*Associate Professor of Strategy and Organization, McGill University*

The timid and anxious creature that he is, Saku Mantere never thought that he would set foot beyond the boundaries of Finland. After much fretting and procrastination, he did finally manage to brave the move from Helsinki to Montréal, another bubbling SAP cauldron. The move was finalized in December 2014 and Saku is now associate professor of strategy and organization at McGill. His constant homesickness is offset by wonderful new colleagues, a signed fan picture of Eero Vaara on the bedside table and the produce of local microbreweries.

**Chahrazad Abdallah** ([abdallah.chahrazad@uqam.ca](mailto:abdallah.chahrazad@uqam.ca))

*Professeure / Assistant Professor, Département de management et technologie, ESG UQAM, Montreal*

I moved back to Montreal last fall after nine years in London. I am now in the Management and technology department at ESG-UQAM (École des Sciences de Gestion- Université du Québec à Montréal). Aside from the sheer moral fortitude that facing a Montreal winter entails, this city is as smooth as it gets. People are as nice as ever, distances incomparably shorter than in London and the Strategy-as-Practice community pleasingly strong and exciting. For Strategy-as-Practice scholars, there is no place like Montreal now. We welcome all of you any time, of course!



**CHECK OUT THE NEW SAP WEBSITE**

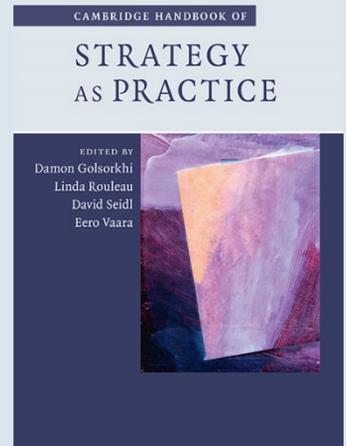
[sap.aomonline.org](http://sap.aomonline.org)

## IT'S TIME FOR A SECOND EDITION!

### THE NEW EDITION OF THE CAMBRIDGE HANDBOOK OF STRATEGY AS PRACTICE IS ABOUT TO BE RELEASED

**Damon Golsorkhi, Linda Rouleau, David Seidl and Eero Vaara**

We did not anticipate the first edition of the Cambridge Handbook of Strategy as Practice to be followed by a new version this soon. However, in the five years since the first edition was published, the field of practice-based strategy research has moved on considerably. New theoretical perspectives have been advanced, alternative methodologies have been suggested, and new topics have been explored. In reaction to these developments, we have put this second edition together. We have included twenty new chapters and have substantially revised and updated all existing ones. In addition, the overall structure of the handbook has been changed: We have added a new part covering organization and management theory perspectives on strategy as practice such as the institutional perspective, alternative strategy perspectives, the routine dynamics perspective, the identity theory perspective, the CCO perspective, the power perspective as well as the critical perspective. We have also added a new part on substantive topic areas in strategy as practice research which includes chapters on strategic planning, strategy meetings, the role of materiality in strategy, the strategic role of middle managers, participation in strategy as well as the role of emotions in strategy. Moreover, we decided to drop the part on exemplary empirical research as we felt that it was no longer possible to provide a representative overview of the wide variety of empirical studies conducted in the area of Strategy as Practice. Yet, since the respective empirical chapters are still of great value to practice-based researchers, we have made them freely available on the website of Cambridge University Press. To access the papers please visit [www.cambridge.org/golsorkhi](http://www.cambridge.org/golsorkhi).



Working on this second edition has been a wonderful journey as we have had the opportunity to learn new things and get to know new people. This book project has been an important way for us to participate in the development of the SAP agenda, and we are especially happy about the dialogue that has been established with those who have not usually been considered to be part of the SAP community. All this has required a great deal of effort from the authors. We are grateful for the authors of the previous edition who without hesitation have accepted to revise and update their chapter and the new ones for so generously accepting to join us in this great adventure.

#### **Contents:**

Introduction: What is Strategy as Practice? (Golsorkhi, Rouleau, Seidl & Vaara)

#### **Part I – ONTOLOGICAL AND EPISTEMOLOGICAL QUESTIONS**

1. Practice in research: phenomenon, perspective and philosophy (Orlikowski)
2. Epistemological alternatives for researching Strategy as Practice (Chia & Rasche)
3. Making Strategy: Meta-theoretical Insights from Heideggerian Phenomenology (Tsoukas)
4. Constructivist paradigms: Implications for strategy-as-practice research (Grand, von Arx, & Rüegg-Stürm)
5. Constructing contribution in 'Strategy as Practice' research (Dittrich, Golden-Biddle, Feldman & Locke)
6. The ongoing challenge of developing cumulative knowledge about Strategy as Practice (Langley)

## IT'S TIME FOR A SECOND EDITION!

### Continued

7. Practical relevance of practice-based research on strategy (Splitter & Seidl)

### PART II – THEORETICAL RESOURCES: SOCIAL THEORY

8. Giddens, structuration theory and Strategy as Practice (Whittington)

9. An activity-theory approach to Strategy as Practice (Jarzabkowski & Wolf)

10. A Bourdieusian perspective on strategizing (Gomez)

11. An 'Economies of Worth' Perspective on Strategy as Practice (Gond, Leca & Cloutier)

12. A Wittgensteinian perspective on strategizing (Mantere)

13. A Foucauldian perspective on strategic practice: strategy as the art of (un)folding (Allard-Poesi)

14. A narrative approach to Strategy as Practice (Valérie-Inès de La Ville and Eléonore Mounoud)

15. Actor-Network theory and Strategy as Practice (Chapman, Chua & Mahama)

### Part III – THEORETICAL RESOURCES: ORGANIZATION- AND MANAGEMENT THEORIES

16. An institutional perspective on strategy as practice (Smets, Greenwood & Lounsbury)

17. Relating SAP to the resource-based view, capabilities perspectives & micro-foundations approach (Regnér)

18. Theory of Routine Dynamics and Connections to Strategy as Practice (Feldman)

19. Identity work as a strategic practice (Oliver)

20. Sensemaking in Strategy-as-Practice: A Phenomenon or a Perspective? (Cornelissen & Henri Schildt)

21. The communicative constitution of strategy-making (Cooren, Bencherki, Chaput & Vásquez)

22. Analytical Frames for Studying Power in Strategy as Practice and Beyond (Clegg & Kornberger)

23. A critical perspective on strategy as practice (Blom & Mats Alvesson)

### Part IV – METHODOLOGICAL RESOURCES

24. Using ethnography in strategy as practice research (Cunliffe)

25. Researching strategists and their identity in practice (Balogun, Beech & Johnson)

26. Studying strategizing through biographical methods (Rouleau)

27. Researching everyday practice: the ethnomethodological contribution (Samra-Fredericks)

28. Critical discourse analysis as methodology in Strategy as Practice research (Vaara)

29. Studying strategy as practice through historical methods (Ericsson, Melin & Popp)

30. Quantitative methods in SAP research (Laamanen, Reuter, Schimmer, Ueberbacher & Guerra)

### Part V – SUBSTANTIVE TOPIC AREAS

31. Strategic planning as practice (Langley & Lusiani)

32. Meetings and workshops as strategy practices (Seidl & Guérard)

33. The role of materiality in the practice of strategy (Lê & Spee)

34. SAP Research on Middle Managers Strategy Work (Rouleau, Balogun & Floyd)

35. Participation in strategy work (Laine & Vaara)

36. The role of emotions in strategizing (Brundin & Liu)

# CALL FOR PAPERS – SPECIAL ISSUE OF THE STRATEGIC MANAGEMENT JOURNAL

## STRATEGY PROCESSES AND PRACTICES: DIALOGUES AND INTERSECTIONS

**Submission Deadline: August 3, 2015**

### Guest Editors

Robert Burgelman, Stanford University  
Steven Floyd, University of Massachusetts  
Tomi Laamanen, University of St. Gallen  
Saku Mantere, Hanken School of Economics  
Eero Vaara, Hanken School of Economics  
Richard Whittington, Oxford University



The objective of this Special Issue is to bring together the state of the art of strategy process and practice research and to call for exemplary contributions to extend and bridge the existing streams of research on strategy as it happens in organizations. We see major potential, for example, in the recent research on organizational cognition, evolutionary perspectives, historical analysis, as well as narrative and discursive approaches in contributing to an improved understanding of strategy processes and practices.

This call is an attempt to link contemporary strategy research to theories and methods that advance our understanding of processes, practices and activities of strategy and strategizing. This special issue is also linked with new ways of engaging and collaborating with practitioners. While calls have been made on behalf of collaborative research between academics and strategy practitioners before, there have been few successful examples of empirical work, fuelled by a practical interest. Although there are well-known examples of successful practitioner-academic collaborations, such collaboration tends to be relatively uncommon. We believe the topics associated with this special issue are particularly relevant to strategists working in organizations, and as a result, we intend that research in the special issue will foster stronger ties between academics and business professionals.

We are open to a wide range of paradigms within strategic management. In particular, we invite innovative research that enhances theorizing on strategic management through cross-fertilization of ideas across different perspectives. We would consider papers that are conceptual, qualitative, or quantitative.

**Full call for papers at:** <http://smj.strategicmanagement.net/pdf/dialogues-and-intersections.pdf>

## NEW VIRTUAL SPECIAL ISSUE OF STRATEGIC ORGANIZATION: “THE SO! STRATEGY PROCESSES AND PRACTICES COLLECTION”

**Ann Langley, Co-editor, Strategic Organization**

Of particular interest to members of the Strategy Activities and Practices Interest Group, this virtual special issue collects together some of Strategic Organization’s most well-cited articles on strategy processes and practices, along with some more recent empirical and conceptual pieces that the coeditors believe deserve to be better known. This collection of articles offers readers a primer on the foundations of strategy as practice (including a lively debate in which Carter, Kornberger and Clegg face off against Jarzabkowski and Whittington), as well as some exemplary empirical and conceptual pieces that deal with strategy processes and practices, focusing on issues such as identity, trust, strategic planning, and strategic decision making. All articles are open access: just click on the title at

[http://soq.sagepub.com/site/Virtual\\_Special\\_Issues/SO\\_Process\\_and\\_Practice.xhtml](http://soq.sagepub.com/site/Virtual_Special_Issues/SO_Process_and_Practice.xhtml)

# NEW SERIES ON STRATEGIZINGBLOG.COM “OPEN TOOLS” FOR SAP RESEARCH

**Leonard Dobusch, IT Officer**

For some time now, the digital revolution has reached and changed everyday research practices. There is hardly any part of the research process for which no digital tool is available, starting from creating a mind map of your first idea (e.g. “[Freemind](#): ”) over collecting (e.g. “[Sitesucker](#)”) and coding your data (e.g. “[WebQDA](#)”) to collaboratively annotating and writing (e.g. “[eLaborate](#)”). And while many of these digital tools require substantial financial investments, a growing number of tools is available open access and free of charge. The recently launched [series “Open Tools”](#) at [strategizingblog.com](#) aims at sharing experiences with some of these openly accessible digital tools, which preferably should also be based on open source software. The [first entry of the series](#), for instance, featured the online transcription tool “[oTranscribe](#)”. Aside from being free of charge and open-source-based, the web application just requires a browser and is therefore available across platforms, which also makes it an ideal tool for teaching purposes.

To get an overview about different available tools, I recommend having a look at the [Digital Research Tools \(DiRT\) directory](#), which lists a high number of tools for a great variety of use cases and has been introduced in [post #3 of the Series](#).



**oTranscribe** BETA

A free web app to take the pain out of transcribing recorded interviews.

[Start transcribing](#)

- No more switching** between Quicktime and Word.
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- Automatically saved** to your browser's storage every second.
- Private** - your audio file and transcript never leave your computer.
- Export to Markdown, plain text and Google Docs.**
- Video file support** with integrated player.
- Open source** under the MIT license.



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## SAP-R GROUP MEETING

### PRACTICING STRATEGY IN A TRANSITIONING WORLD: PRACTICE, PROCESSES, GOVERNANCE AND INSTITUTIONS

**Gary Burke, Sotirios Paroutis, and Richard Whittington**

**When: Tuesday 26 May 2015**

**Where: WBS London, The Shard**

You are cordially invited to a Strategy as Practice Review Group (SAP-R) meeting, which will be hosted at Warwick Business School, London (The Shard, London Bridge, SE1 9SG). The meeting will take place on Tuesday 26th May, 2015 in the afternoon, followed by dinner for those who can attend.

SAP-R was established in 2011 by Gary, Sotirios and Richard to create a supportive and stimulating forum where scholars with a common interest in strategy-as-practice could come together to help authors develop their papers for publication and, in particular, address reviewer comments. It is not necessary to have a paper to attend. Those who attend regularly to give feedback to others have priority when they have a paper that is ready for feedback.

In May, our plan is to have three papers under-review with journal feedback (R&R or reject received) briefly presented, and then discussed in detail by the whole group. If you have a suitable paper, please send details to Sotirios Paroutis ([Sotirios.Paroutis@wbs.ac.uk](mailto:Sotirios.Paroutis@wbs.ac.uk)) as soon as possible and by 1st May. Depending on the number of papers we receive we will select papers that are most relevant to the strategy-as-practice theme, and are closest to submission.

In order to participate you will need to register your interest at your earliest convenience, and before 15th May to Sotirios to assist in planning for the event. Please be aware that we may need to limit participation numbers due to the space we have available. All participants will be sent the papers to be discussed in the first week of May. You will be expected to have read them beforehand and to be ready to offer constructive comments. There is no fee, but you will be responsible for your own travel and drinks.

We look forward to seeing you all at the WBS London campus at the Shard!

Join us for the SAP-R meeting  
WBS London, The Shard  
Tuesday 26 May 2015



# UNIVERSITY OF EDINBURGH BUSINESS SCHOOL STRATEGY CONFERENCE

## PRACTICING STRATEGY IN A TRANSITIONING WORLD: PRACTICE, PROCESSES, GOVERNANCE AND INSTITUTIONS

**Date: 30th April and 1st May, 2015**

Deadline to apply is April 13<sup>th</sup>; closing registration date for participants without a paper is April 24<sup>th</sup>

The field of strategy has expanded greatly and it now embraces a larger plurality of research questions, unit of analyses and methodological tools. One of the emerging paradigms is precisely to establish new domains of knowledge within strategy research that can contribute to understanding of strategy not simply as a discipline focused on measurement of business performance. Organisations are facing significant shifts and here we call for proposals that can contribute to move beyond the basic question: why some firms outperform others?

We are delighted to confirm an incredible line-up of keynote speakers this year:

**Dr. Shaz Ansari**, Judge Business School, University of Cambridge

**Professor Robert Chia**, Adam Smith Business School, University of Glasgow

**Dr. Santi Furnari**, Cass Business School, City University of London

### Conference Themes

The 2015 edition of the Strategy Conference will present 4 main themes:

- Strategy as practice
- Strategy as process
- Strategy and governance
- Strategy and institutions

### Call for Papers

Following the success of the first conference in 2012 which focused on knowledge and learning and the second conference held in 2013 with the goal of stimulating discussions around strategy process research during turbulent times, this third conference aims to connect the micro to the macro within the strategy field.

We welcome both extended abstracts and papers based on case studies, comparative research, ethnographies, survey-based work, large statistical analysis and conceptual papers.

This edition of the UEBS strategy Conference will facilitate a deeper understanding of these emerging topics and questions within the field and it will also allow PhD students and experienced academics and keynote speakers to strengthen their dialogue and their comprehension of such important issues.

This is a great opportunity to raise your profile through networking and engagement with researchers at different career stages and leading academics.

Visit our website <http://www.business-school.ed.ac.uk/blogs/strategy2015/> to find out more about this amazing opportunity to apply (follow the instructions to apply).

Contact: [c.paviera@sms.ed.ac.uk](mailto:c.paviera@sms.ed.ac.uk)

## 3RD ANNUAL INTERNATIONAL SUMMER SCHOOL ON PRACTICE-BASED STUDIES

August 31 to September 4 on the University of Warwick campus, Coventry, UK

Following on from highly successful events in the last two years, we are pleased to announce the 3rd annual Warwick Business School International Summer School on Practice-Based Studies. The title for this edition is “Conceptual and methodological advances in Practice-Based studies.

This year’s School is taking place from August 31 to September 4 on the University of Warwick campus, Coventry, UK. Working in collaboration with the International Symposium Series on Process Organization Studies (PROS), the School is envisioned as a key international forum for the study, development and promotion of practice-based studies in organization, administrative and policy sciences.

For its third edition, the School aims to engage a limited number of ‘advanced studies’ participants, already familiar with the practice approach and interested in further exploring this topic in a multidisciplinary, inclusive and open setting. In particular, the programme has been designed with a view toward facilitating in-depth discussion and collective learning.

Confirmed faculty for this year’s edition include Theodore Schatzki (University of Kentucky, USA), Laurent Thevenot (EHESS, France), Paula Jarzabkowski (Cass Business School, City University London, UK), and Stephen Kemmis (Charles Stuart University, Australia). The School is directed by Davide Nicolini, Maja Korica and Hari Tsoukas, and supported by a Scientific Advisory Committee that includes some of the most prominent scholars in the field (for full list, please see the website).

Abstracts should be submitted to [dawn.coton@wbs.ac.uk](mailto:dawn.coton@wbs.ac.uk) no later than **8 May 2015**. For further information, please visit the School website: <http://warwick.ac.uk/isspbs>

## International Summer School on Advanced Practice-based Studies

An international forum for the study, development and promotion of practice-based studies in organization, administrative and policy sciences



# A PRACTICE-THEORETICAL PERSPECTIVE ON ORGANIZATIONS: A WORKSHOP WITH TED SCHATZKI

September 7th to 9th 2015 at the University of Zurich

This 3-day, in-depth workshop aims at developing an advanced understanding of how organizations can be studied from a practice-theoretical perspective. One of the most influential contemporary scholars in this perspective, **Theodore Schatzki**, will lead the seminar with a particular focus on characteristics of practices and their arrangements in bundles and larger nexuses. In addition, scholars familiar with Schatzki's theory, concepts and ideas will show how they applied the practice-theoretical perspective in their work and how it can be mobilized to understand contemporary questions related to organizations. The seminar will be highly interactive with a mix of presentations, open discussions and work in small groups. Participants in the workshop should have a basic understanding of the practice-theoretical perspective and ideally already applied it in their own research. A reading list will be provided to prepare for the workshop.

The workshop will be structured in **six sessions**, each of them spanning 3.5 hours:

- ✓ Basic concepts of the practice-theoretical perspective
- ✓ Organizations as bundles of practices and material arrangements
- ✓ Small and large phenomena in organizational research
- ✓ Emergence, maintenance and disruptions of organizational practices
- ✓ Timespace of organizational practices
- ✓ Morality in organizational practices

The workshop is organized by **David Seidl and his team** and will take place at the **University of Zurich**. There is no fee to participate in the workshop, but participants are required to pay for their own travelling, accommodation and lunch and dinner. We can provide support in arranging transportation and accommodation.

The workshop is **limited to 16 participants**. If you are interested in participating in the workshop, please send your CV and a short letter of motivation to Katharina Dittrich ([katharina.dittrich@uzh.ch](mailto:katharina.dittrich@uzh.ch)) by **July 1st**. Participants will be notified of acceptance or otherwise by July 15th 2015. In case of further questions, please contact Katharina Dittrich ([katharina.dittrich@uzh.ch](mailto:katharina.dittrich@uzh.ch)).



# NEW BOOK: MAKING A MARKET FOR ACTS OF GOD: THE PRACTICE OF RISK TRADING IN THE GLOBAL REINSURANCE INDUSTRY

Paula Jarzabkowski (Cass Business School), Rebecca Bednarek (Birkbeck, University of London) and Paul Spee (University of Queensland)

Reinsurance is a financial market that trades in the risk of unpredictable and devastating disasters - such as Hurricane Katrina, the Tohoku earthquake and tsunami, and the terrorist attacks on the World Trade Centre. Reinsurance insures insurance companies, enabling them to pay claims arising from these losses. It is thus a market mechanism that is a critical part of the social and economic safety net, helping to pick up the pieces after disasters. Yet, how is the risk of such disasters calculated and traded in a global market?

Adopting a practice lens (Schatzki), this book brings to life the reinsurance market through vivid real-life tales that draw from an ethnographic, "fly-on-the-wall" study of the global reinsurance industry over three annual cycles. The authors shadowed underwriters around the world as they traded risks through multiple disasters. To show how the market works, the book offers authentic tales gathered from observations of reinsurers in Bermuda, Lloyd's of London, Continental Europe and SE Asia as they evaluate, price and compete for different risks as part of their everyday practice.

This book will be useful to academics interested in the practice of financial markets specifically or the practice of strategy and organizations generally. It develops a framework based on the concept relationality to explain these collective (global) practices enacted by dispersed actors.

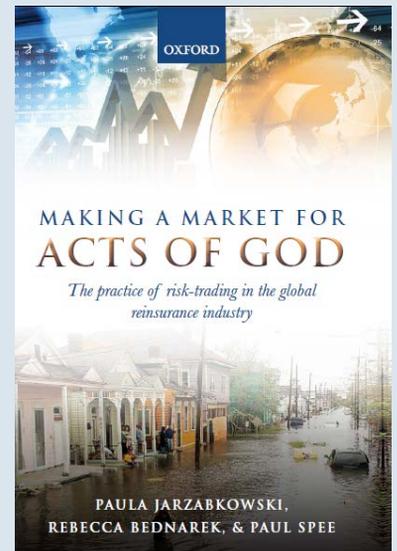
## Endorsements

*This ethnographic study of the insurance industry performs an important and urgent task: it exposes the everyday practices by which global financial markets work. The authors bring wonderful clarity to difficult themes, from the structuring of financial deals to developing a macro-level theory of social practice that will be insightful for scholars adopting strategy-as-practice or practice approaches more broadly. This book will be a stimulating read for financial professionals, social scientists, regulators and policy makers alike.* (Richard Whittington, Professor of Strategy, Said Business School, University of Oxford)

*This is a superb book that offers us a rich and rigorous understanding of a little known but important industry, showing us how the worlds greatest risks are bought and sold, and in the process, how they are collectively and relationally managed so that the rest of us can sleep at night. The book is based on a superbly detailed global ethnography that takes us to London, Bermuda, Paris and Hong Kong, plunging the reader into the everyday lives, practices and social worlds of the real people who work out the deals making up this extraordinary market. A great read that makes a significant contribution to management scholarship.* (Ann Langley, Professor, Service de l'enseignement du management, HEC Montreal)

For additional endorsements please see:

<http://www.amazon.co.uk/Making-Market-Acts-God-Reinsurance/dp/0199664765>



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### INTRODUCING OUR NEW REP-AT-LARGE

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